

**Company Registration No. 00814563 (England and Wales)**

**BARROW,LANE & BALLARD LIMITED**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2020**

# BARROW,LANE & BALLARD LIMITED

## COMPANY INFORMATION

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<b>Directors</b>	Mr S S Stimler Mr M Stimler Mr A H Stimler Mr M D Gravette Mrs L Sibley Mr M Sondhelm	(Appointed 26 May 2020) (Appointed 26 May 2020)
<b>Company number</b>	00814563	
<b>Registered office</b>	Honeypot House 56a Crewys Road London NW2 2AD	
<b>Auditor</b>	RDP Newmans LLP Lynwood House 373-375 Station Road Harrow, Middlesex HA1 2AW	
<b>Business address</b>	Honeypot House 56a Crewys Road London NW2 2AD	
<b>Bankers</b>	National Westminster Bank Plc City of London Office Waterside Court Chatham Maritime Kent England ME4 4RT	

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# **BARROW,LANE & BALLARD LIMITED**

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# **BARROW,LANE & BALLARD LIMITED**

## **STRATEGIC REPORT**

***FOR THE YEAR ENDED 30 SEPTEMBER 2020***

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The directors present their strategic report for the year ended 30 September 2020.

### **Principal activities**

The principal activity of the company continued to be that of import, export and distribution of edible nuts and dried fruits.

### **Section 172(1) statement**

#### ***Interests of members of the company***

Barrow,Lane & Ballard Limited is a private company. The immediate parent company is Loudwater Management Limited. The ultimate parent company is Loudwater Trade and Finance Limited. Barrow,Lane & Ballard Limited has six directors, all have representation on the Board. The full Board consists of six members, three of whom are representatives of the owners of the immediate parent company. The day-to-day operations of the company are managed by the directors who are closely involved in the activities of the company and provide day-to-day support as and when required.

In common with many private companies the interests of the Board and the ultimate shareholders are broadly aligned in that the company should create value by generating strong and sustainable results.

### **Board decisions during the year**

A dividend was not voted in the year.

During the year we have aimed to continue our position in the market and have managed to navigate successfully around various obstacles such as the global coronavirus pandemic. Strategic decisions were made and hence resulted in an increase in turnover, with a slight decrease in gross profit margins due to the increased volatility in commodity prices. Nevertheless, the company remains profitable and it is expected that the company will continue to be profitable for the foreseeable future.

No other major board decisions were made during the year.

### **The interests of employees**

We continue to focus on training and supporting our employees in the understanding that a well informed and trained workforce is essential for the company's ongoing success. We hold regular staff meetings, attended by members of the Board, and carry out annual appraisals. We encourage feedback from our staff and where possible and practical implement suggestions made to improve our procedures and to improve our working environment.

The average number of staff for the year was 14 (2019: 13).

We consider that we offer our employees competitive remuneration packages. In addition, we operate a companywide bonus scheme.

### **The interests of our customers**

We have developed and maintained unique relationships with our customers, and we do this by engaging with them, ensuring our prices remain competitive, deliveries maintained to a high standard and implement recommendations made. The success of this is highlighted by the loyalty shown by our customers over the years.

## **BARROW,LANE & BALLARD LIMITED**

### **STRATEGIC REPORT (CONTINUED)**

**FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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#### ***The interests of our suppliers***

Due to the nature of our activities many of our suppliers are based overseas. We maintain regular contact with our suppliers on a daily basis, with the logistics team planning daily schedules. However due to the geographical spread of our supplier base and restrictions on travel currently due to coronavirus, much of the communication is carried by email or telephone calls. Where possible we meet with our suppliers to inspect crops, plan delivery schedules and receive feedback.

We continue to endeavour to pay all our suppliers promptly and within the terms agreed. Some of our suppliers are also our customers therefore we have tailored agreements on some of the transactions.

Where disputes arise, we strive to reach outcomes that are satisfactory and fair to both the company and its suppliers.

#### ***The impact of the company's operations on the community and the environment***

We exclusively procure our commodities from processors who best meet the quality, price and food safety criteria expected by our buyers. The product is inspected, shipped and delivered to customers' premises or their nominated stores across five continents. We have no agency or other exclusivity agreement and we are completely free to seek out the best source of supply to meet our customers' requirements. Our experience over many years has shaped a depth of knowledge and understanding of origin, its suppliers and business practices as well as of inspection, storage and transit requirements which make us uniquely positioned to effectively meet our customers' needs.

Many of our suppliers do have carbon offset programmes. We encourage all our suppliers to take steps to be as energy efficient as possible.

We are also members of Synergy Compliance, a Packaging Compliance scheme registered under the Producer Responsibility Obligations (Packaging Waste) Regulations 2007. .

#### ***Maintaining a reputation for high standards of business conduct***

We are committed to maintaining a reputation of high standards of business conduct. We have an ethics policy for all employees to follow and review this annually. Each year we consider and approve our modern slavery statement which explains the activities we have taken to demonstrate our commitment to seeking to ensure that there is no slavery, forced labour or human trafficking within any part of our business or supply chains. Our statement can be found on our website at [www.barrow-lane.co.uk](http://www.barrow-lane.co.uk).

# **BARROW,LANE & BALLARD LIMITED**

## **STRATEGIC REPORT (CONTINUED)**

**FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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### **Fair review of the business**

The Key Performance Indicators of Barrow,Lane & Ballard Limited over the last two years are detailed below:

	<b>2020</b>	<b>2019</b>
Turnover (£'000)	125,357	113,440
Gross profit %	2.61	2.89
Net profit % after tax	0.54	0.45
Net assets (£'000)	8,306	7,627

The company's turnover has increased by 10.51% during the year. The gross profit margins have decreased slightly from 2.89% to 2.61% due to the competitive nature of the market. The company has achieved a higher net profit margin than the previous year, due to the increase in turnover. The results for the year and the financial position at the year end were considered satisfactory by the directors who expect to improve these in the foreseeable future.

### **Principal Risks and Uncertainties**

The principal risks and uncertainties facing Barrow,Lane & Ballard Limited are:

#### **Financial instruments**

The company's principal financial instruments comprise bank loans, overdrafts and trade payables. The main purpose of these financial instruments is to raise finance for the company's operations. The company has various other financial assets such as trade receivables, cash and short-term deposits which arise directly from its operations.

The main risks arising from the company's financial instruments are credit risk, liquidity risk and foreign currency exposure. The board reviews and agrees policies for managing each of these risks and they are summarised below.

#### **Credit risk**

The company performs ongoing credit evaluations of its customers and to date has not experienced any material losses.

#### **Liquidity risk**

Liquidity risk arises in relation to the company's management of working capital and the risk that the company will encounter difficulties in meeting financial obligations as and when they fall due. To minimise this risk, the liquidity position and ongoing working capital requirements are regularly reviewed by the directors.

#### **Foreign currency exposure**

A major risk attached to the company's business relates to foreign exchange exposures by virtue of its commodity dealings. These exposures are eliminated by an appropriate contract with a bank as they arise. The company enters into contracts with both buyers and sellers often well in advance of actual performance. It therefore incurs counter-party risk particularly given that the market prices of the commodities concerned may move considerably over the intervening period to performance. The company is aware of such exposure and has various systems to monitor and control it.

# **BARROW,LANE & BALLARD LIMITED**

## **STRATEGIC REPORT (CONTINUED)**

***FOR THE YEAR ENDED 30 SEPTEMBER 2020***

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### **Principal risks and uncertainties**

#### **Interest rate risk**

The company is subject to interest rate risks. This is mitigated by continually monitoring the rates available to the company.

#### **Brexit risk**

The company trades with entities based in the European Union and the exit therefrom poses a risk for the company due to the uncertainty surrounding trade agreements. Furthermore, historically, commodities underperform during a period of significant macro/political uncertainty, at least over the short term. This is mitigated by the loyal customer base with which the company has traded with for a number of years. The company management is monitoring the situation and will respond to any changes that arise from Brexit.

#### **Coronavirus pandemic risk**

The risk arising from market uncertainty due to the worldwide outbreak of coronavirus in late 2019. On 23 March 2020, the UK Government announced a nationwide lockdown which was gradually lifted in June 2020 only to be followed by a second and third lockdown on 5 November 2020 and 5 January 2021 respectively. Similarly, governments across the world have imposed various restrictions to deal with the pandemic. This can impact the company's chain of supply and deliveries. The company's management monitors the situation and responds to changes as necessary.

#### **Development and performance**

The directors consider the results for the year and the financial position at the year end to be encouraging as the company results indicates continued profit year on year.

On behalf of the board

Mr S S Stimler

**Director**

2 March 2021

# **BARROW,LANE & BALLARD LIMITED**

## **DIRECTORS' REPORT**

***FOR THE YEAR ENDED 30 SEPTEMBER 2020***

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The directors present their annual report and the financial statements for the year ended 30 September 2020.

### **Directors**

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

Mr S S Stimler

Mr M Stimler

Mr A H Stimler

Mr M D Gravette

Mr M K Gulamali

(Resigned 31 January 2020)

Mrs L Sibley

(Appointed 26 May 2020)

Mr M Sondhelm

(Appointed 26 May 2020)

### **Results and dividends**

The results for the year are set out on page 9.

No ordinary dividends were paid. The directors do not recommend payment of a final dividend.

### **Future developments**

The directors expect to trade a similar tonnage of the commodities in which they deal as in previous years.

### **Auditor**

The auditor, RDP Newmans LLP, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

### **Statement of disclosure to auditor**

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

On behalf of the board

Mr S S Stimler

**Director**

2 March 2021



## **BARROW,LANE & BALLARD LIMITED**

### **DIRECTORS' RESPONSIBILITIES STATEMENT**

***FOR THE YEAR ENDED 30 SEPTEMBER 2020***

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The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# BARROW,LANE & BALLARD LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF BARROW,LANE & BALLARD LIMITED

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#### Opinion

We have audited the financial statements of Barrow,Lane & Ballard Limited (the 'company') for the year ended 30 September 2020 which comprise the statement of comprehensive income, the balance sheet, the statement of changes in equity, the statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 30 September 2020 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

## **BARROW,LANE & BALLARD LIMITED**

### **INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

#### **TO THE MEMBERS OF BARROW,LANE & BALLARD LIMITED**

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##### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

##### **Responsibilities of directors**

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

##### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

##### **Use of our report**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

**Lyndon Perez FCA (Senior Statutory Auditor)**  
for and on behalf of RDP Newmans LLP

2 March 2021

**Chartered Accountants**  
**Statutory Auditor**

Lynwood House  
373-375 Station Road  
Harrow, Middlesex  
HA1 2AW

**BARROW,LANE & BALLARD LIMITED****STATEMENT OF COMPREHENSIVE INCOME****FOR THE YEAR ENDED 30 SEPTEMBER 2020**

		<b>2020</b>	<b>2019</b>
	<b>Notes</b>	<b>£</b>	<b>£</b>
<b>Turnover</b>	<b>3</b>	125,357,341	113,440,220
Cost of sales		(122,089,463)	(110,167,353)
<b>Gross profit</b>		<u>3,267,878</u>	<u>3,272,867</u>
Administrative expenses		(1,759,608)	(1,747,135)
<b>Operating profit</b>	<b>4</b>	<u>1,508,270</u>	<u>1,525,732</u>
Interest receivable and similar income	<b>8</b>	22,508	29,984
Interest payable and similar expenses	<b>9</b>	(690,473)	(925,206)
<b>Profit before taxation</b>		<u>840,305</u>	<u>630,510</u>
Tax on profit	<b>10</b>	(161,055)	(116,108)
<b>Profit for the financial year and total comprehensive income</b>		<u><u>679,250</u></u>	<u><u>514,402</u></u>

# BARROW,LANE & BALLARD LIMITED

## BALANCE SHEET

AS AT 30 SEPTEMBER 2020

	Notes	2020 £	£	2019 £	£
<b>Fixed assets</b>					
Intangible assets	11		8,086		10,781
Tangible assets	12		32,420		25,450
Investments	13		434,584		434,584
			<u>475,090</u>		<u>470,815</u>
<b>Current assets</b>					
Stocks	17	14,819,390		13,304,860	
Debtors	18	18,440,637		18,048,654	
Cash at bank and in hand		1,256,500		1,631,020	
		<u>34,516,527</u>		<u>32,984,534</u>	
<b>Creditors: amounts falling due within one year</b>	19	(26,677,580)		(25,822,787)	
<b>Net current assets</b>			<u>7,838,947</u>		<u>7,161,747</u>
<b>Total assets less current liabilities</b>			<u>8,314,037</u>		<u>7,632,562</u>
<b>Provisions for liabilities</b>	21		(7,915)		(5,690)
<b>Net assets</b>			<u><u>8,306,122</u></u>		<u><u>7,626,872</u></u>
<b>Capital and reserves</b>					
Called up share capital	24		100,001		100,001
Profit and loss reserves			8,206,121		7,526,871
<b>Total equity</b>			<u><u>8,306,122</u></u>		<u><u>7,626,872</u></u>

The financial statements were approved by the board of directors and authorised for issue on 2 March 2021 and are signed on its behalf by:

Mr S S Stimler  
Director

Mr M Stimler  
Director

Company Registration No. 00814563

## **BARROW,LANE & BALLARD LIMITED**

### **STATEMENT OF CHANGES IN EQUITY**

***FOR THE YEAR ENDED 30 SEPTEMBER 2020***

	<b>Share capital</b>	<b>Profit and loss reserves</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Balance at 1 October 2018</b>	100,001	7,012,469	7,112,470
<b>Year ended 30 September 2019:</b>			
Profit and total comprehensive income for the year	-	514,402	514,402
<b>Balance at 30 September 2019</b>	100,001	7,526,871	7,626,872
<b>Year ended 30 September 2020:</b>			
Profit and total comprehensive income for the year	-	679,250	679,250
<b>Balance at 30 September 2020</b>	100,001	8,206,121	8,306,122

# BARROW,LANE & BALLARD LIMITED

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

		2020	2019
	Notes	£	£
<b>Cash flows from operating activities</b>			
Cash generated from operations	28	909,664	2,234,658
Interest paid		(690,473)	(925,206)
Income taxes paid		(76,648)	(86,043)
<b>Net cash inflow from operating activities</b>		142,543	1,223,409
<b>Investing activities</b>			
Purchase of intangible assets		-	(11,500)
Purchase of tangible fixed assets		(13,519)	(1,944)
Purchase of associates		-	(80,764)
Interest received		22,508	29,984
<b>Net cash generated from/(used in) investing activities</b>		8,989	(64,224)
<b>Financing activities</b>			
Proceeds of derivatives		49,485	6,749
Repayment of derivatives		(354,176)	(49,485)
<b>Net cash used in financing activities</b>		(304,691)	(42,736)
<b>Net (decrease)/increase in cash and cash equivalents</b>		(153,159)	1,116,449
Cash and cash equivalents at beginning of year		(17,465,505)	(18,581,954)
<b>Cash and cash equivalents at end of year</b>		(17,618,664)	(17,465,505)
<b>Relating to:</b>			
Cash at bank and in hand		1,256,500	1,631,020
Bank overdrafts included in creditors payable within one year		(18,875,164)	(19,096,525)

# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

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### 1 Accounting policies

#### Company information

Barrow, Lane & Ballard Limited is a private company limited by shares incorporated in England and Wales. The registered office is Honeypot House, 56a Crewys Road, London, NW2 2AD.

#### 1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

The financial statements present information about the company as an individual undertaking and not about its group. The company has not prepared group accounts as under section 405 of the Companies Act 2006 the company has exercised the right to exclude its subsidiary as its inclusion would not materially affect the financial statements.

Barrow, Lane & Ballard Limited is a wholly owned subsidiary of Loudwater Management Limited and the results of Barrow, Lane & Ballard Limited are included in the consolidated financial statements of Loudwater Management Limited which are available from Honeypot House, 56a Crewys Road, London NW2 2AD.

#### 1.2 Going concern

At the time of approving the financial statements, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Turnover

Turnover represents amounts receivable for goods net of VAT and trade discounts.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer, the amount of revenue can be measured reliably, it is probable that the economic benefits associated with the transaction will flow to the entity and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

#### 1.4 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software	25% reducing balance
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# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

### 1 Accounting policies

(Continued)

#### 1.5 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Plant and machinery	25% reducing balance
Fixtures, fittings and equipment	10% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to profit or loss.

#### 1.6 Fixed asset investments

Interests in subsidiaries, associates and jointly controlled entities are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment losses are recognised immediately in profit or loss.

A subsidiary is an entity controlled by the company. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

An associate is an entity, being neither a subsidiary nor a joint venture, in which the company holds a long-term interest and where the company has significant influence. The company considers that it has significant influence where it has the power to participate in the financial and operating decisions of the associate.

Entities in which the company has a long term interest and shares control under a contractual arrangement are classified as jointly controlled entities.

Investments comprise investment in unquoted equity instruments which are measured at fair value. Changes in fair value are recognised in profit or loss.

#### 1.7 Impairment of fixed assets

At each reporting period end date, the company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

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### 1 Accounting policies

(Continued)

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

#### 1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

Within each commodity grouping at the year end a comparison is made of inventories and forward purchases contracts which correspond with forward sales contracts. Potential losses and profits are treated on the following basis:

(i) Any potential loss arising from comparing that quantity of inventories and net forward purchase contracts which correspond with forward sales contracts is provided. Any net profit is carried forward as in (ii).

(ii) Remaining inventories, forward purchases and sales are compared with market values. Any potential net loss is provided for except to the extent that it can be offset by a potential profit arising in (i) above.

Any provision is deducted from the book value of commodity inventories which are otherwise stated at cost.

#### 1.9 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### 1.10 Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or forward commitments associated with commodity sales.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

### 1 Accounting policies

(Continued)

#### ***Fair value measurement of financial instruments***

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### ***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

#### ***Other financial assets***

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

#### ***Impairment of financial assets***

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

#### ***Derecognition of financial assets***

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

#### ***Classification of financial liabilities***

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

### 1 Accounting policies

(Continued)

#### **Basic financial liabilities**

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

#### **Other financial liabilities**

Derivatives, including interest rate swaps and forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or finance income as appropriate, unless hedge accounting is applied and the hedge is a cash flow hedge.

Debt instruments that do not meet the conditions in FRS 102 paragraph 11.9 are subsequently measured at fair value through profit or loss. Debt instruments may be designated as being measured at fair value through profit or loss to eliminate or reduce an accounting mismatch or if the instruments are measured and their performance evaluated on a fair value basis in accordance with a documented risk management or investment strategy.

#### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

#### **1.11 Equity instruments**

Equity instruments issued by the company are recorded at the proceeds received, net of transaction costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the company.

#### **1.12 Taxation**

The tax expense represents the sum of the tax currently payable and deferred tax.

#### **Current tax**

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

### 1 Accounting policies

(Continued)

#### **Deferred tax**

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the profit and loss account, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset when the company has a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

#### **1.13 Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### **1.14 Retirement benefits**

The company contributes to the personal pension arrangements of some directors and employees. Contributions payable are charged to the profit and loss account in the year they are earned.

### 2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

#### **Critical judgements**

The following judgements have had the most significant effect on amounts recognised in the financial statements.

#### **Coronavirus pandemic**

The directors have assessed the impact of the coronavirus pandemic on the company and are of the opinion that, this should not materially impact the company in the long term.

# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

### 3 Turnover and other revenue

An analysis of the company's turnover is as follows:

	2020	2019
	£	£
<b>Turnover analysed by class of business</b>		
Sales of goods	125,357,341	113,440,220
	<u>                    </u>	<u>                    </u>
	2020	2019
	£	£
<b>Other significant revenue</b>		
Interest income	22,508	29,984
	<u>                    </u>	<u>                    </u>

In the opinion of the directors it would be seriously prejudicial to the interest of the company to disclose the particulars of the geographical turnover of the company. Consequently, in accordance with the provisions of the Companies Act 2006, the directors have not disclosed the particulars of turnover.

### 4 Operating profit

	2020	2019
	£	£
Operating profit for the year is stated after charging:		
Depreciation of owned tangible fixed assets	6,335	5,820
Loss on disposal of tangible fixed assets	214	-
Amortisation of intangible assets	2,695	719
	<u>                    </u>	<u>                    </u>

### 5 Auditor's remuneration

	2020	2019
	£	£
Fees payable to the company's auditor and associates:		
<b>For audit services</b>		
Audit of the financial statements of the company	19,000	15,500
	<u>                    </u>	<u>                    </u>
<b>For other services</b>		
Taxation compliance services	1,010	150
All other non-audit services	2,179	-
	<u>                    </u>	<u>                    </u>
	3,189	150
	<u>                    </u>	<u>                    </u>

# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

### 6 Employees

The average monthly number of persons (including directors) employed by the company during the year was:

	2020 Number	2019 Number
Sales and distribution	5	5
Administration and logistics	9	8
Total	14	13

Their aggregate remuneration comprised:

	2020 £	2019 £
Wages and salaries	877,453	876,893
Social security costs	106,517	97,983
Pension costs	59,788	73,909
	1,043,758	1,048,785

### 7 Directors' remuneration

	2020 £	2019 £
Remuneration for qualifying services	257,264	230,920
Company pension contributions to defined contribution schemes	24,332	40,541
	281,596	271,461

The number of directors for whom retirement benefits are accruing under defined contribution schemes amounted to 2 (2019 - 2).

Remuneration disclosed above include the following amounts paid to the highest paid director:

	2020 £	2019 £
Remuneration for qualifying services	140,792	126,517
Company pension contributions to defined contribution schemes	17,748	15,554

# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

### 8 Interest receivable and similar income

	2020	2019
	£	£
<b>Interest income</b>		
Interest on bank deposits	21,861	29,730
Other interest income	647	254
	<u>22,508</u>	<u>29,984</u>
Total income	<u>22,508</u>	<u>29,984</u>
Investment income includes the following:		
Interest on financial assets not measured at fair value through profit or loss	<u>21,861</u>	<u>29,730</u>

### 9 Interest payable and similar expenses

	2020	2019
	£	£
<b>Interest on financial liabilities measured at amortised cost:</b>		
Interest on bank overdrafts and loans	<u>690,473</u>	<u>925,206</u>

### 10 Taxation

	2020	2019
	£	£
<b>Current tax</b>		
UK corporation tax on profits for the current period	158,830	118,171
Adjustments in respect of prior periods	-	(2,820)
	<u>158,830</u>	<u>115,351</u>
Total current tax	<u>158,830</u>	<u>115,351</u>
<b>Deferred tax</b>		
Origination and reversal of timing differences	<u>2,225</u>	<u>757</u>
Total tax charge	<u>161,055</u>	<u>116,108</u>



# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

### 10 Taxation

(Continued)

The actual charge for the year can be reconciled to the expected charge for the year based on the profit or loss and the standard rate of tax as follows:

	2020 £	2019 £
Profit before taxation	840,305	630,510
Expected tax charge based on the standard rate of corporation tax in the UK of 19.00% (2019: 19.00%)	159,658	119,797
Tax effect of expenses that are not deductible in determining taxable profit	590	(63)
Permanent capital allowances in excess of depreciation	(1,459)	(1,563)
Under/(over) provided in prior years	-	(2,820)
Deferred tax	2,225	757
Loss on disposal of assets	41	-
Taxation charge for the year	161,055	116,108

### 11 Intangible fixed assets

	Software £
<b>Cost</b>	
At 1 October 2019 and 30 September 2020	11,500
<b>Amortisation and impairment</b>	
At 1 October 2019	719
Amortisation charged for the year	2,695
At 30 September 2020	3,414
<b>Carrying amount</b>	
At 30 September 2020	8,086
At 30 September 2019	10,781

# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

### 12 Tangible fixed assets

	Plant and fixtures, fittings machinery and equipment		Total
	£	£	£
<b>Cost</b>			
At 1 October 2019	110,342	24,963	135,305
Additions	12,129	1,390	13,519
Disposals	-	(341)	(341)
	<u>122,471</u>	<u>26,012</u>	<u>148,483</u>
At 30 September 2020			
<b>Depreciation and impairment</b>			
At 1 October 2019	98,834	11,021	109,855
Depreciation charged in the year	4,896	1,439	6,335
Eliminated in respect of disposals	-	(127)	(127)
	<u>103,730</u>	<u>12,333</u>	<u>116,063</u>
At 30 September 2020			
<b>Carrying amount</b>			
At 30 September 2020	<u>18,741</u>	<u>13,679</u>	<u>32,420</u>
At 30 September 2019	<u>11,508</u>	<u>13,942</u>	<u>25,450</u>

### 13 Fixed asset investments

	Notes	2020 £	2019 £
Investments in subsidiaries	14	100	100
Investments in associates	15	434,484	434,484
		<u>434,584</u>	<u>434,584</u>

#### Movements in fixed asset investments

	Shares in group undertakings and participating interests £
<b>Cost or valuation</b>	
At 1 October 2019 & 30 September 2020	<u>434,584</u>
<b>Carrying amount</b>	
At 30 September 2020	<u>434,584</u>
At 30 September 2019	<u>434,584</u>

# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

### 14 Subsidiaries

Details of the company's subsidiaries at 30 September 2020 are as follows:

Name of undertaking	Address	Class of shares held	% Held Direct
Longson-BLB (UK) Limited	1	Ordinary shares	100.00

Registered office addresses (all UK unless otherwise indicated):

1 56a Crewys Road, London, United Kingdom, NW2 2AD

The aggregate capital and reserves and the result for the year of the subsidiaries noted above was as follows:

Name of undertaking	Capital and Reserves £	Profit/(Loss) £
Longson-BLB (UK) Limited	100	-

### 15 Associates

Details of the company's associates at 30 September 2020 are as follows:

Name of undertaking	Registered office	Class of shares held	% Held Direct
Long Son - BLB Company Limited	Vietnam	Ordinary shares	30.00

### 16 Financial instruments

	2020 £	2019 £
<b>Carrying amount of financial assets</b>		
Instruments measured at fair value through profit or loss	354,176	49,485

### 17 Stocks

	2020 £	2019 £
Finished goods and goods for resale	14,819,390	13,304,860

# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

### 18 Debtors

	2020	2019
	£	£
<b>Amounts falling due within one year:</b>		
Trade debtors	15,896,005	15,670,614
Amounts owed by undertakings in which the company has a participating interest	832,753	891,876
Derivative financial instruments	354,176	49,485
Other debtors	1,290,375	1,360,060
Prepayments and accrued income	67,328	76,619
	<u>18,440,637</u>	<u>18,048,654</u>

### 19 Creditors: amounts falling due within one year

	Notes	2020	2019
		£	£
Bank overdrafts	20	18,875,164	19,096,525
Trade creditors		7,485,589	6,466,371
Corporation tax		122,793	40,611
Other taxation and social security		28,448	28,106
Other creditors		100	100
Accruals and deferred income		165,486	191,074
		<u>26,677,580</u>	<u>25,822,787</u>

### 20 Loans and overdrafts

	2020	2019
	£	£
Bank overdrafts	<u>18,875,164</u>	<u>19,096,525</u>
Payable within one year	<u>18,875,164</u>	<u>19,096,525</u>

Bank overdrafts amounting to £18,875,164 (2019: £19,096,525) have been secured by way of fixed and floating charges over the assets of the company.

### 21 Provisions for liabilities

	Notes	2020	2019
		£	£
Deferred tax liabilities	22	<u>7,915</u>	<u>5,690</u>

# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

### 22 Deferred taxation

Deferred tax assets and liabilities are offset where the company has a legally enforceable right to do so. The following is the analysis of the deferred tax balances (after offset) for financial reporting purposes:

	Liabilities 2020 £	Liabilities 2019 £
<b>Balances:</b>		
Accelerated capital allowances	7,915	5,690
	<u>7,915</u>	<u>5,690</u>
<b>Movements in the year:</b>		2020 £
Liability at 1 October 2019		5,690
Charge to profit or loss		2,225
		<u>7,915</u>
Liability at 30 September 2020		<u>7,915</u>

### 23 Retirement benefit schemes

	2020 £	2019 £
<b>Defined contribution schemes</b>		
Charge to profit or loss in respect of defined contribution schemes	59,788	73,909
	<u>59,788</u>	<u>73,909</u>

The company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the company in an independently administered fund. There were no outstanding contributions at the reporting date (2019: nil).

### 24 Share capital

	2020 £	2019 £
<b>Ordinary share capital</b>		
<b>Issued and fully paid</b>		
100 Ordinary shares of 1p each	1	1
100,000 Deferred shares of £1 each	100,000	100,000
	<u>100,001</u>	<u>100,001</u>

Ordinary shares have attached to them full voting, dividend and capital distribution (including on winding up) rights. They do not confer any rights of redemption.

Deferred shares have attached to them full dividend and capital distribution (including on winding up) rights. They do not confer any rights of redemption and are non-voting shares.

# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

### 25 Financial commitments, guarantees and contingent liabilities

The company's bankers hold a cross guarantee between Barrow,Lane & Ballard Limited and Atlantix Commodities LLC, in respect of any amounts due to them. Barrow,Lane & Ballard Limited and Atlantix Commodities LLC are related by virtue of having common directors.

### 26 Related party transactions

#### Remuneration of key management personnel

The company's key management personnel are considered to be the directors. Their remuneration during the year is shown in note 7.

#### Transactions with related parties

During the year the company entered into the following transactions with related parties:

	Sales		Purchases	
	2020	2019	2020	2019
	£	£	£	£
Entities over which the entity has control, joint control or significant influence	-	-	1,599,432	1,561,281
Other related parties	127,627	424,927	-	-
	<u>127,627</u>	<u>424,927</u>	<u>-</u>	<u>-</u>

	Rent and service charge		Management charge	
	2020	2019	2020	2019
	£	£	£	£
Entities with control, joint control or significant influence over the company	59,760	52,749	94,996	107,561
	<u>59,760</u>	<u>52,749</u>	<u>94,996</u>	<u>107,561</u>

The following amounts were outstanding at the reporting end date:

	2020	2019
	£	£
<b>Amounts due to related parties</b>		
Entities with control, joint control or significant influence over the company	-	3,593
Entities over which the entity has control, joint control or significant influence	-	89,489
	<u>-</u>	<u>93,082</u>

The following amounts were outstanding at the reporting end date:

	2020	2019
	£	£
<b>Amounts due from related parties</b>		
Entities with control, joint control or significant influence over the company	11,350	11,350
Entities over which the entity has control, joint control or significant influence	961,119	891,876
Other related parties	1,297,976	1,223,038
	<u>2,270,445</u>	<u>2,126,264</u>

# BARROW,LANE & BALLARD LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

### 27 Ultimate controlling party

The company's immediate parent entity is Loudwater Management Limited, a company incorporated in England & Wales.

The ultimate parent entity is Loudwater Trade and Finance Limited, a company incorporated in England & Wales. Loudwater Trade and Finance Limited is the parent of the smallest and largest group for which consolidated financial statements are prepared. The parent company's registered office is Honeypot House, 56a Crewys Road, London, NW2 2AD. The consolidated financial statements can be obtained from Companies House.

The company's ultimate controlling party are Mr M Stimler and Mr S S Stimler, by virtue of their shareholdings in Loudwater Trade and Finance Limited.

### 28 Cash generated from operations

	2020 £	2019 £
Profit for the year after tax	679,250	514,402
<b>Adjustments for:</b>		
Taxation charged	161,055	116,108
Finance costs	690,473	925,206
Investment income	(22,508)	(29,984)
Loss on disposal of tangible fixed assets	214	-
Amortisation and impairment of intangible assets	2,695	719
Depreciation and impairment of tangible fixed assets	6,335	5,820
<b>Movements in working capital:</b>		
Increase in stocks	(1,514,530)	(1,242,233)
(Increase)/decrease in debtors	(87,292)	242,307
Increase in creditors	993,972	1,702,313
<b>Cash generated from operations</b>	<b>909,664</b>	<b>2,234,658</b>

### 29 Analysis of changes in net debt

	1 October 2019 £	Cash flows £	30 September 2020 £
Cash at bank and in hand	1,631,020	(374,520)	1,256,500
Bank overdrafts	(19,096,525)	221,361	(18,875,164)
	<b>(17,465,505)</b>	<b>(153,159)</b>	<b>(17,618,664)</b>

This document was delivered using electronic communications and authenticated in accordance with the registrar's rules relating to electronic form, authentication and manner of delivery under section 1072 of the Companies Act 2006.